



Administered By: **Precision Human Development**

Report Prepared for: **Sample Company**

Applicant Name: **MARY SAMPLE**

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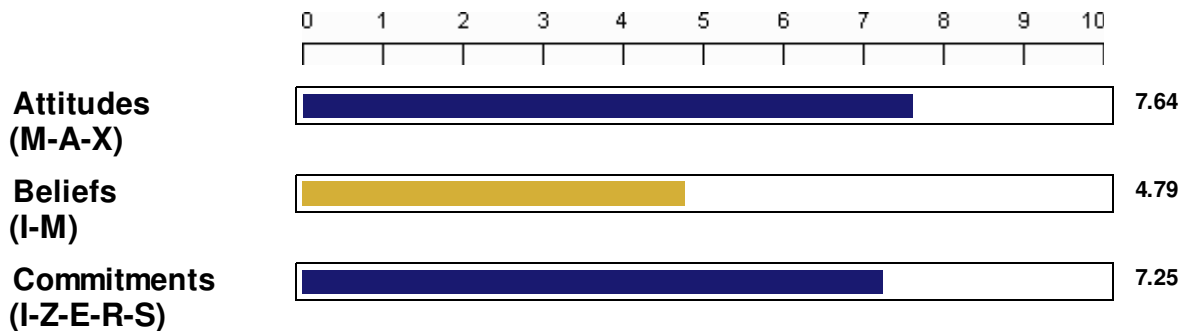


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Status Indicator: 1

## SECTION I : Character Summary

The graph that follows summarizes the 10 character competency scores into three categories. Blue bars indicate the strongest competencies and gold bars indicate the need for development.



**Attitude** describes a person's pattern of emotions and actions that indicates their mental state and disposition.

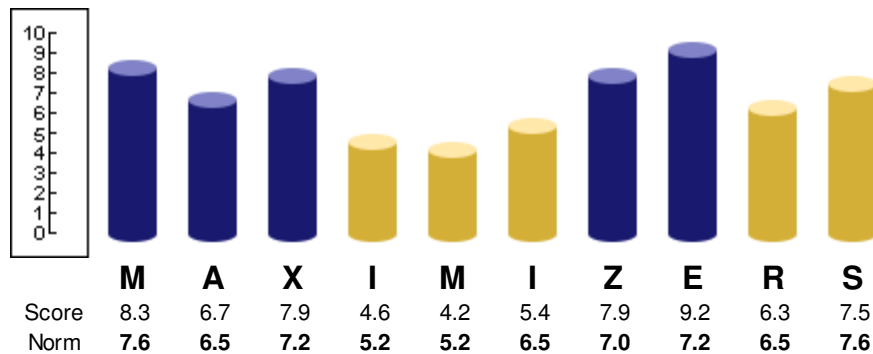
**Belief** describes a person's mental framework where they have formed opinions, judgments and acceptance of what is true.

**Commitment** describes the mental framework in which a person makes choices to act in a certain and consistent manner that is aligned with their attitudes and beliefs.



## Character Competency Scores

The graph below shows the individual scores for the 10 character competencies. Blue bars identify competencies that increase in strength as the score increases in relation to each competency norm. Gold bars identify competencies that increase in the need for development as the score decreases in relation to each competency norm.





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## SECTION II: MAXIMIZERS™ Character Competencies Definitions

In this report, character competencies are grouped as attitudes, beliefs and commitments that tend to result in behavior patterns. There are 10 of these character competencies, referred to as the MAXIMIZERS. Following are basic definitions for each of these competencies. These are not descriptions of this particular participant, but simply a general indication of what high and low scores mean.



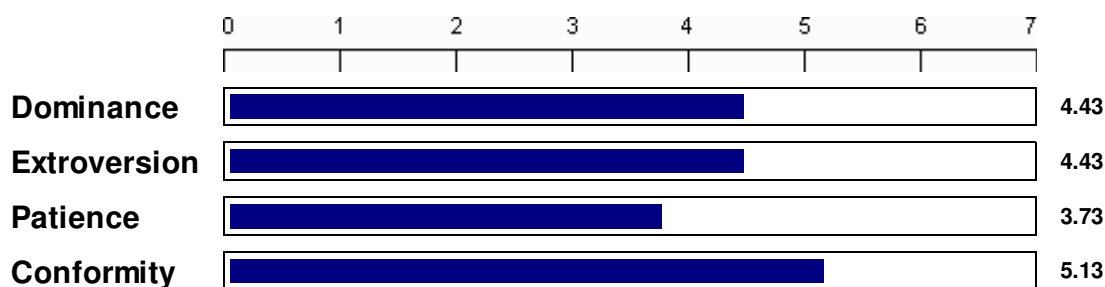
Character Competency	Meaning of Scores
<b>M</b> ake Things Happen	High: Demonstrates initiative and personal discipline Low: Prefers to follow others and minimize pressure on self
<b>A</b> chieve Personal Significance	High: Demonstrates a healthy self-awareness Low: May struggle with awareness of strengths and weaknesses
<b>X</b> Out The Negatives	High: Maintains a balance of critical thinking and positive attitude Low: Tends to struggle with handling adversity well
<b>I</b> nternalize Right Principles	High: Shows consistent behavior aligned with personal beliefs Low: Does not appear to hold to a particular set of core values
<b>M</b> arch To A Mission	High: Maintains a sense of personal mission and devotes energy to it Low: Lacks any significant life goals or sense of purpose
<b>I</b> ntegrate All Of Life	High: Maintains a balanced personal and professional life Low: Tends to give insufficient attention to some dimensions of life
<b>Z</b> ero In On Caring For People	High: Has a strong orientation to building good relationships Low: Is more focused on self than others
<b>E</b> nergize Internally	High: Probably seen as a person motivated by an inner strength Low: May focus more on outward qualities than innate traits
<b>R</b> ealign Rigorously	High: Tends to embrace change readily and tackle challenges Low: Is likely to avoid risk and resist change
<b>S</b> tay The Course	High: Will persevere through hard times to pursue worthy goals Low: May give up easily when faced with obstacles



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### SECTION III: Behavior Summary

The behavior trait below with the highest score may explain up to 50% of behavior.



### Behavior Trait Definitions

In the Behavior Trait Summary above, scores for four foundational behavior traits are provided on a seven-point scale. Following are basic definitions for each of these traits. These are not descriptions of this particular participant, but simply a general indication of what *high* or *low* mean.

Behavioral Trait	Meaning of Scores
<b>D</b> ominance The control trait.	High: Likes to lead, to be in charge, tends to be all business, sees the big picture, looks to the future, delegates the details. Low: Accepts a supportive role, gives attention to what needs to be done today, tends to be hands-on.
<b>E</b> xtroversion The people communication trait.	High: Likes to talk, persuasive, good communicator, is outgoing, relates well to people, exciting, likes to be where the action is. Low: Reserved, thoughtful, deliberate, tends not to draw attention to self.
<b>P</b> atience The pace or rate of motion trait.	High: Supportive, likes to work at own pace, wants to please, focuses on immediate tasks, able to wait, warm, gentle, and nice. Low: Fast-paced, hates to wait, may be impulsive.
<b>C</b> onformity The structure detail trait.	High: Depends on clear instructions or other authority, wants to be right, tends to be precise, is highly organized, thorough, conscientious. Low: Very independent, tends to focus on the big picture, may expect others to take care of details, more likely to be proactive than reactive.



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### Behavior Summary Statements

Based on the obtained responses, the following behavioral styles, tendencies and actions are exhibited:

- MARY pays a lot of attention to systems, and probably the latest technologies, that help keep things organized and orderly. MARY tries hard to follow the rules so that things are done right.
- MARY likes to know what the goal is and to have clear instructions about how to proceed. MARY probably keeps a timer with a daily schedule and "to do" list and then enjoys checking off the items as they are completed.
- This person is good at following up and pulling things together to get closure. MARY pays attention to details and dislikes loose ends. However, MARY also is fast-paced and wants things done quickly. In other words, MARY wants "high productivity" with near "flawless performance."
- There may be times when MARY struggles with decisions due to the competition between wanting to be right and wanting to finish the job. This frustration may be displayed in changes of mind from one decision to another and back again.
- This person probably has good social skills, is a good communicator, and relates well to people. However, MARY may be careful about who is permitted into the inner-circle of "best" friends.
- This person likes to talk and may do more talking than listening. MARY is probably persuasive, more of a "seller" than one who teaches or makes demands.
- Certain indicators suggest that MARY may have the unique ability to see both the forest and the trees, to be able to visualize what needs to be done in the future as well as keeping in focus things that need to be done today.
- MARY tends to be very careful and cautious, one who needs to be truthful and accurate, one who may see the "yellow flags" before anyone else does. That usually means that statements made by MARY are supported with facts or quotes from respected authorities, or other "convincing" documentation.
- This person has a keen eye for detecting error. There may be times when work, or a product, is less than perfect or does not comply with the rules or procedures or policies. In those instances, MARY will likely identify the problem and express criticism or pass judgment, with the intention, of course, of making "necessary" improvements.
- MARY has an above average level of energy. This probably means that energy is spent on personal interests in addition to work, such as, hobbies, sports, workouts, or community activities or events.

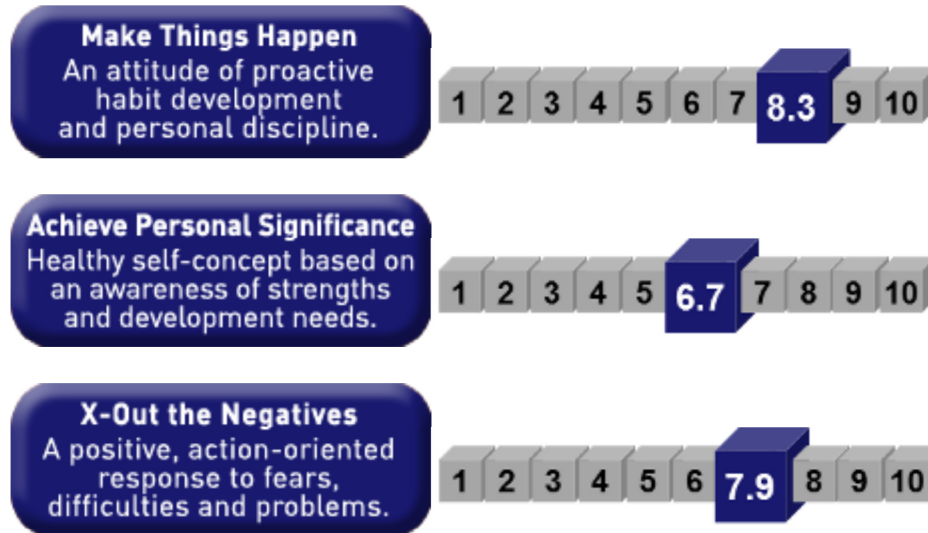


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## SECTION IV : Character Competency Group Summaries

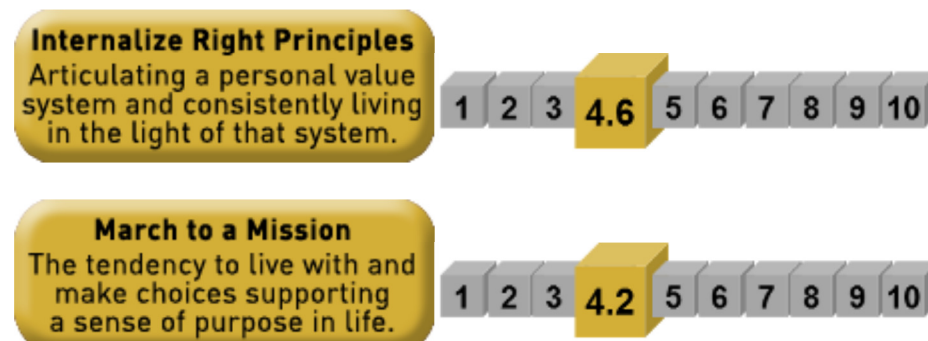
### Attitudes Summary

We use the word *attitude* to describe a person's pattern of emotions and actions that indicates their mental state and disposition. For example, an attitude of personal responsibility is generally reflected in behaviors that express initiative and ownership. The three core character competencies that make up this Attitude Summary within MERIT Profile are shown below. On the pages that follow you will find more detailed descriptions of the behavior patterns supporting the scores below.



### Beliefs Summary

We use the word *beliefs* to describe the aspect of our mental framework where we have formed our opinions, judgments and acceptance of what is true. These beliefs result in personal values that are demonstrated in certain behaviors. For example, if a person believes that honesty is always important, that person will likely value truthfulness in others and develop trust along those lines. The two core character competencies that make up the Beliefs Summary within MERIT Profile are shown below.

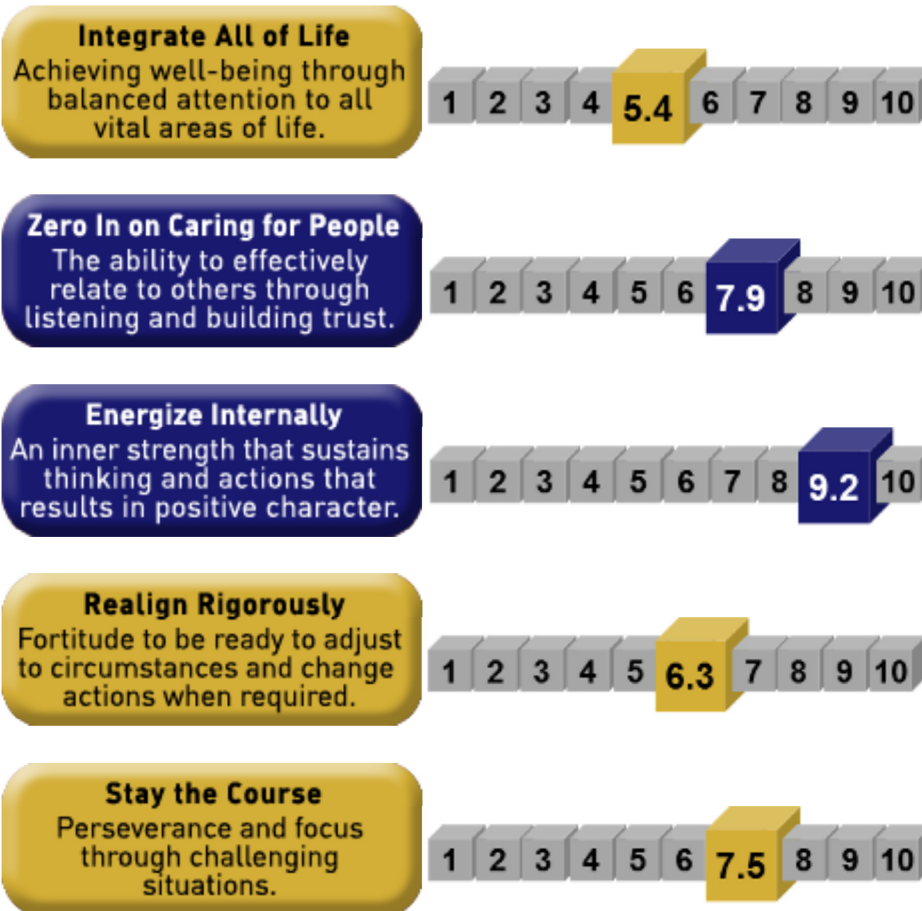




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## Commitments Summary

We use the word *commitments* to describe the character competencies that tend to bind oneself to a certain line of conduct. A commitment is essentially a mental framework in which a person makes choices to act in a certain and consistent manner that is aligned with their attitudes and beliefs. For example, an attitude of placing value on group unity should naturally result in a commitment to building effective working relationships. The five core character competencies that make up the Commitment Summary within the MERIT Profile are shown below.



On the pages that follow you will find more detailed descriptions of the behavior patterns supporting the scores above.

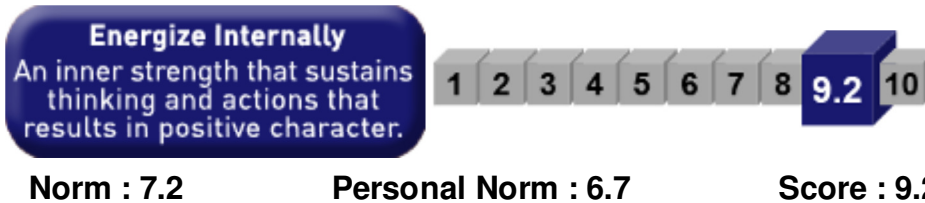




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## SECTION V : Character Competencies At Or Above The Norm Line

The scores for the following character competencies are all at or above the norm line for this individual. This indicates that these character competencies may be personal strengths that result in healthy behavior patterns.



- MARY has likely developed some strong convictions about moral and ethical issues and is going to act in both public and private settings in a manner consistent with those beliefs.
- MARY would avoid doing wrong more from a sense of commitment to personal integrity than from a need to conform or a fear of being caught.
- People will describe MARY as a person who is conscientious about getting things done as promised. MARY expects the same of others and will not feel comfortable with people who compromise reliability and integrity.
- MARY is generally aware of how others may view MARY's behavior. This will typically result in self-governing behavior versus adherence to external rules and expectations.
- People who trivialize ethical standards may be uncomfortable around MARY due to MARY's emphasis on good character and a less compromising view of right and wrong.



- Indicators suggest that MARY has some leadership potential and is focused on getting things done.
- MARY has an ability to gather the information needed to make important decisions and then act on this information in a timely manner.
- MARY tends to respond well to situations where there is recognition of personal contribution.
- MARY probably appreciates the need for good habits and personal discipline as the basis for reaching worthwhile goals.
- MARY is diligent at most things and will usually see and work around any obstacles that could prevent moving forward toward desired results.



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**Zero In on Caring for People**

The ability to effectively relate to others through listening and building trust.



**Norm : 7.0**

**Personal Norm : 6.7**

**Score : 7.9**

- MARY will notice people who are struggling and will usually extend a helping hand.
- MARY can usually earn the trust of others and maintain their confidence in the relationship. This ability will stem in part from MARY's good listening skills and caring about others.
- MARY will usually be willing to consider the needs and emotions of others and adjust personal behavior to match a given encounter.
- MARY has a behavioral style around people that usually conveys the importance of getting along as a team rather than focusing only on getting ahead through individual accomplishment.
- MARY will generally have a positive influence on others and will be seen as someone who has a balanced concern for self and others.

**X-Out the Negatives**

A positive, action-oriented response to fears, difficulties and problems.



**Norm : 7.2**

**Personal Norm : 6.7**

**Score : 7.9**

- MARY can handle most complicated situations when it comes to solving problems, making decisions and taking appropriate actions.
- Others would tend to view MARY as a happy, well-adjusted person who generally does not become discouraged when circumstances are challenging.
- MARY's view of dealing with difficulties can be summed up as "take them as they come and do the best you can." In most cases, MARY will grow from what is learned during challenging situations.
- MARY has a reasonably good ability to learn from mistakes and not repeat them.
- MARY can usually generate problem-solving options within a group whenever obstacles are encountered.



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**Achieve Personal Significance**  
Healthy self-concept based on  
an awareness of strengths  
and development needs.



**Norm : 6.5**

**Personal Norm : 6.7**

**Score : 6.7**

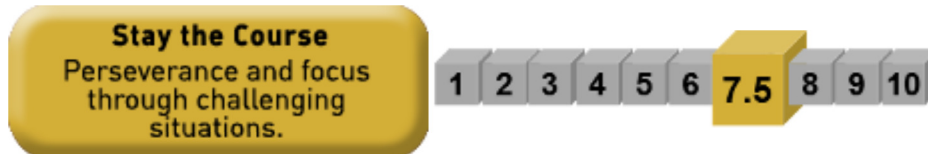
- MARY will likely strive to be involved in things that can have a positive impact on people or situations and result in being noticed.
- MARY probably has a reasonably good grasp of personal strengths and areas for development and can make choices to get involved in personal growth based on this awareness.
- Rather than focusing mostly on the present, MARY can think toward the future and making things better than they are presently.
- MARY has a healthy desire to grow professionally and this probably results in being comfortable with performance-related feedback.
- MARY is able to influence others by being genuine and caring. This personal style will probably garner respect from others when MARY offers opinions and assistance on important matters.



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## SECTION VI : Character Competencies Below the Norm Line

The scores for the following character competencies are all below the norm line for this individual. This indicates that these character competencies are likely development needs that should be explored.



**Norm : 7.6**

**Personal Norm : 6.7**

**Score : 7.5**

- MARY will sometimes struggle with working through challenges to meet goals. This struggle may be more apparent when those goals are unclear and/or somewhat ambiguous.
- MARY will be probably not be effective in project leadership when the expectations of others are viewed as unreasonable and there is an apparent lack of appreciation for the energy invested.
- This person will, at times, not recognize the personal tendencies that limit perseverance toward certain goals. MARY may therefore require some follow-up to ensure that the important goals are on track.
- MARY may need to see both clear rewards and consequences in order to maintain a consistent performance. It will be important for MARY's supervisor to communicate these and provide feedback.
- MARY may sometimes struggle with overcoming and learning from obstacles and could repeat mistakes as a result.



**Norm : 6.5**

**Personal Norm : 6.7**

**Score : 6.3**

- MARY may have some difficulty changing behaviors when current approaches are not producing the desired results.
- MARY will probably have a somewhat limited interest in embracing new ideas and concepts when those things substantially challenge MARY's routines.
- This person will not always effectively learn from mistakes and may get bogged down in certain problems too long without recognizing that some mistakes are being repeated.
- There may be some signs of inflexibility in the way MARY tackles problem-solving. This may be evident in the way MARY sticks with a solution that others might set aside in favor of a different approach.
- This person will typically need some concrete direction and information before taking on a large task. This stems from MARY's preference for predictability versus ambiguity.



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**Integrate All of Life**  
Achieving well-being through  
balanced attention to all  
vital areas of life.



**Norm : 6.5**

**Personal Norm : 6.7**

**Score : 5.4**

- This person may show some areas of imbalance between personal and professional priorities, but MARY is probably aware of this and will try to correct this imbalance in most cases.
- MARY probably shows some personal discipline in certain areas, but may also struggle with forming consistent habits in other areas.
- MARY will sometimes act on impulse rather than considering options before taking action. This is not generally going to be a problem unless some vital area of life is constantly ignored by this behavior pattern.
- People will see MARY as a person who normally gets the work done, but still has some time left to invest in personal pursuits.
- Most of the goals MARY sets will focus on either personal or professional interests and this may make MARY seem distracted or preoccupied by those goals at times.

**Internalize Right Principles**  
Articulating a personal value  
system and consistently living  
in the light of that system.



**Norm : 5.2**

**Personal Norm : 6.7**

**Score : 4.6**

- MARY will express and live in the light of certain personal values and have a moderate inclination toward influencing the values of others.
- MARY will behave in a manner consistent with a personal values framework, but may withdraw from overt expression of these values where there is some level of risk involved.
- This person will tend to give equal weighting to commonly-accepted legal standards and individual views regarding right and wrong.
- There will be times when MARY will make decisions based on present circumstances and convenience, more than on a particular values framework.
- MARY's behavior may show some degree of unpredictability due to having only a moderately strong set of guiding principles to live by.



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**Norm : 5.2**

**Personal Norm : 6.7**

**Score : 4.2**

- MARY may struggle with goal setting and is usually less accomplishment-oriented than other people.
- MARY could probably benefit from taking the time to develop a long-term view of goals for life. This will help MARY to use the available time and resources more effectively.
- MARY could benefit from investing more effort in developing a greater sense of life purpose so that day-to-day activities are more fulfilling.
- MARY does not appear to have a clear picture of what may be required to achieve personal success and may not develop this picture without some prompting and help.
- When MARY is pressed to put energy into multiple tasks, the things that are of long-term value will usually get the least attention unless there is a clear reward.